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June 11, 2004

TO: Each Supervisor

FROM: Thomas L. Garthwaite, MD  
Director and Chief Medical Officer

**SUBJECT: CREATION OF DHS OFFICE OF NURSING AFFAIRS**

At the April 27 meeting of the Board of Supervisors, you instructed the Department of Health Services (DHS) to report back on the duties and responsibilities associated with the position of Director of Nursing Affairs, as well as about additional staff required to support the Office of Nursing Affairs.

Attached is the current draft of the position description for the Director of Nursing Affairs position. This will be an unclassified management position at the level of Executive Manager, Health Services (Range 15). This position description has been reviewed and approved by the Department of Human Resources and if approved by your Board in the Department's Fiscal Year 2004-05 Final Changes Budget, DHS will initiate its recruitment for this position.

The primary responsibility for this position will be ensuring the integration of nursing services with those of the administrative and other clinical professional services of the Department. This will include the development and implementation of nursing policy across DHS, ensuring DHS facilities meet accreditation and licensing standards as they relate to nursing, and the development and implementation of improvements to the nursing components of inpatient, clinical, managed care, public health, and other DHS nursing services. This position is responsible for centralized nursing policy development, collaborative leadership with a team of chief nursing officers from the facilities and public health, and the development of systemwide recruitment, retention, and professional development strategies to ensure the continuing development and readiness of a cadre of highly professional nursing resources at nursing patient care, supervisory, and management levels.

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The Director of Nursing Affairs will provide policy direction and work collaboratively with the Chief Nursing Officers (CNOs) at the DHS hospitals and public health. The CNOs will continue to report director to the facility Chief Executive Officer (CEO) and the Director of Public Health, respectively. This model is the same as that for clinical affairs in the Department, where the hospital Medical Directors report to the hospital CEOs, but take direction on clinical policy from the Department's Chief Medical Officer.

The facility CNOs are responsible for the day-to-day management of nursing matters at the hospitals, comprehensive health centers, and clinics and for the development of facility-based policies and procedures related to the practice of nursing. The facility-based nursing policy will be derived from that developed by the Department's Director of Nursing Affairs. The facility CNOs also will continue to be responsible for the direct supervision and management of nursing personnel at the facilities. The DHS Director of Nursing Affairs will have no direct role in this type of nursing personnel activity.

The Department also is including in its Fiscal Year 2004-05 Final Changes Budget request three additional positions to support the responsibilities of the Office of Nursing Affairs. These are an Assistant Nursing Director, Administration, Staff Analyst, Health, and Management Secretary III. The total budget for the four new positions for the Office of Nursing Affairs is \$363,000 annually. The funding to offset the cost of these new positions will come from a surplus in the 1115 Waiver Services and Supplies budget.

Additionally, the Department previously requested five new positions that were in the Fiscal Year 2004-05 Proposed Budget for nurse recruitment and retention activities. These positions, along with one current DHS Human Resources staff person who conducts these activities will be transferred to the Office of Nursing Affairs.

Upon your Board's approval and the allocation by DHR of these positions, the Department will initiate a recruitment for the Director of Nursing Affairs. Once this individual has been recruited, support staff to this office will be hired.

Please let me know if you have any further questions.

TLG:ak

Attachment

c: Chief Administrative Officer  
County Counsel  
Executive Officer, Board of Supervisors  
Director of Personnel



**COUNTY OF LOS ANGELES  
POSITION DESCRIPTION**

**ITEM NUMBER:** DRAFT 6/03/04 (v. 2)

**APPROVAL DATE:**

**TITLE: DIRECTOR OF NURSING AFFAIRS, HEALTH SERVICES (UC)**

**DEFINITION:** Oversees strategic planning and policy development for nursing resources development and administration, including recruitment, retention, training and leadership development for the Department of Health Services.

**STANDARDS:** The one position allocable to this class reports to the Director of Health Services and Chief Medical Officer and is responsible for achieving ongoing goals in the primary objective areas of:

- (1.) Leadership and strategic vision in the development of nursing policy.
- (2.) Collaborative leadership in nursing resource and productivity management.
- (3.) Leadership and innovation in the continuing development of nursing resources.
- (4.) Leadership in nursing recruitment, retention, and training.
- (5.) Direction and vision in Chief Nursing Officer/Director professional development.

The Director of Nursing Affairs, Health Services is responsible for ensuring that service excellence goals are met through integration of nursing services with those of the administrative and other medical professional services of the Department of Health Services, including effective nursing policy formulation and implementation throughout the department, establishment of appropriate levels of care and staffing ratios which meet regulatory and accreditation standards, and development and implementation of improvements to the nursing components of inpatient, clinical, managed care, public health, and other departmental nursing services. This position is responsible for centralized nursing policy development, collaborative leadership with a team of chief nursing officers, and development of system wide recruitment, retention, and professional development strategies to ensure the continuing development and readiness of a cadre of highly professional nursing resources at nursing patient care, supervisory and management levels.

**EXAMPLES OF DUTIES:**

***As a member of the Health Services Administration Executive Management Team:***

- Oversees the development, implementation, maintenance and enhancement of Department of Health Services nursing services and programs, nursing policies and procedures, nursing performance standards, and quality assurance programs.
- Establishes a shared governance team of top nursing advisors (Chief Nursing Officers and Nursing Director, PH) to identify nursing services areas of focus and develop solutions that improve nursing quality, delivery, and efficiency.



- Evaluates and develops policies and plans for ensuring mandated nurse/patient ratios.
- Develops and establishes measurable and achievable goals for nurse recruitment, retention, training, and professional development.
- Reviews and develops standards of performance for nursing services at medical centers, hospitals, comprehensive ambulatory health care and community/public health centers to evaluate comparative performance, make recommendations regarding the balancing of staffing and workload, and ensure the appropriate deployment of resources.
- Makes recommendations regarding the integration of nurse training and staffing with the planning, development and implementation of managed care delivery systems.
- Oversees the development and implementation of a centralized nursing workload data collection and reporting system which will be implemented and used consistently throughout the Department of Health Services
- Confers regularly with appropriate health professionals to review current operations, study problems and examine the feasibility of changes and improvements, recommend appropriate action in meeting existing needs and resolving specific problems, and advise on the establishment of long and short-term goals and objectives.
- Serves as a member of the Health Services Administration strategic planning group and chairs department strategic planning meetings for nurse resource planning.
- Establishes inter-disciplinary work groups with representatives from Department of Human Resources, the Chief Administrative Office, local universities, consultants, and other professional development resources.

#### **MINIMUM REQUIREMENTS:**

**Education** A Bachelor's Degree in Nursing or related healthcare field – AND – a Master's Degree in Nursing, Health Administration, or Business Administration. At least one academic degree must be in Nursing.

**Experience** Five years of experience supervising or managing nurses, two years of which must have been either at the level of Chief Nursing Officer I, directing the nursing services of a medical center, large hospital, or large correctional institution(s), or serving as area director of the nursing staff of a very large area of a hospital or large healthcare organization offering complex medical services.

One additional year of the required experience directing and planning the nursing activities of a very large area or several major services of a major medical facility \*, or two additional years of

such experience for a large medical facility \*\* may be substituted for experience at the level of Chief Nursing Officer I.

\* Nursing direction in a major medical facility is expected to involve hundreds of nursing subordinates.

\*\* Nursing direction in a large medical facility is expected to involve more than 100 subordinates.

#### **DESIRABLE QUALIFICATIONS:**

- Experience in the development of nursing policy, strategic allocation of nursing resources, or executive administration of hospital nursing resources.
- Experience in nursing recruitment, retention, and training and development programs.
- Experience in labor management negotiations, position classification, and related human resources issues
- Experience in leading inter-disciplinary project teams.

**LICENSE:** A license to practice as a Registered Nurse issued by the California Board of Nursing Education and Nurse Registration must be obtained prior to appointment. A valid California Class "C" Drivers License or the ability to utilize an alternative method of transportation when needed to carry out job-related essential functions is also required.

**PHYSICAL CLASS:** "2" – light

Dir.of Nursing Affairs, HS.PosDesc